



EL HEMISFERICO

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Informing the Western Hemisphere Institute for Security Cooperation Community

Spring 2005, 9th Edition



OAS Sec Gen speaks on human rights

By Spc. Adrian A. Lugo
ELH Staff Writer

A lifetime of labor in the field of democracy and human rights was honored during the annual Western Hemisphere Institute for Security Cooperation's Simón Bolívar Lecture, March 14.

Acting Sec. Gen. Luigi Einaudi, of the Organization of American States, became the fourth honoree in the Institute's history to present a lecture on the topic of his life's work.

WHINSEC Commandant Col. Gilberto Pérez introduced the speaker to the 300-plus audience in Pratt Hall as "someone who was the driving force behind-the-scenes pushing for peace, harmony and liberty across our hemisphere — across our Americas."

Einaudi spoke first on the seemingly lower-profile issues facing the region concerning poverty and narco-trafficking, which are at

times mistakenly viewed as "other countries' problems."

"My conviction is that the current collective agreement of unified security cooperation is inherently flawed ... but that's not to say that it can't be fixed," stated Einaudi.

"More than simply focusing on trade and politics, taking more aggressive multilateral efforts to stopping so-called internal issues such as drugs, kidnappings, illegal human and arms trafficking is the best way ensure a united, free and prosperous Americas," he added.

Speaking during a press conference after his lecture, Einaudi spoke on how instrumental institutes like WHINSEC are in effectively addressing these "internal issues."

"You need the WHINSECs in the world because they are as



The plaque and statuette bestowed to Einaudi.

simple as an insurance policy to ensure hemispheric stability and cooperation for the future."

Einaudi also spoke on the unity

and resolve he has witnessed from nations across the western hemisphere after the terrorists attacks

See Simón Bolívar, page 5

Info Ops in action —

CMS-10 Atlanta trip starts off with a bang

By Jo Kennedy
ELH Staff Writer

While heading to Atlanta for a field studies trip, instructors and students of WHINSEC's Information Operations Course (CMS-10) metaphorically hit a bump in the road on the morning of March 11.

This was the day when Atlantans were on edge after suspected rapist Brian Nichols escaped after killing four, rousing national media attention and a

statewide manhunt for his capture.

Within minutes of exiting the highway headed toward downtown, Department of Civilian Military Studies Director Lt. Col. Joshua Melendez and Field Studies Coordinator Rey Morales learned of the shooting at the Fulton County Courthouse, located a few short miles away.

With helicopters circling in the distance and traffic beginning to back up, Melendez and Morales

assessed the situation while receiving news updates over the phone from fellow Field Studies Coordinator Cecilia Alexander back at WHINSEC.

The two decided that the shootings should not deter the class from its original mission: to visit the National MLK museum, attend a briefing on the Georgia Office of Homeland Security initiative and tour the CNN head-

See Info Ops, page 5

What's Inside

Commandant's Corner.....	page 3
La Opinión.....	page 3
TAC-6.....	page 6
Webster U. contract.....	page 8
Mexico visit.....	page 9

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Commandant's Corner



WHINSEC heads full speed into the summer, having enjoyed some great successes over the past few months.

This year's Simón Bolívar

lecture marked a unique event never before witnessed in the Institution's life. Ambassador Luigi Einaudi of the Organization of American States has accomplished a great deal for our hemisphere in peace and international diplomacy and we are honored to have received such a distinguished guest.

Several of us visited Mexico senior military officials in March, and the interaction brought awareness of our mission and capabilities. I expect more Mexican students in the future as a result of the positive relationship that was strengthened from this trip.

Another highlight worth noting is the recent Counterdrug Course, which featured our

first riverine operation in four years. I applaud the course instructors for their hard work, which led to a great accomplishment for the students—many of whom will apply this knowledge frequently in their jobs.

But along with our triumphs came tragedy, as we bid farewell to a beloved WHINSEC family member, Barbara Colondres. Barbara was a wonderful person, taken from us much too soon. In spite of this tragic event, Command Sgt. Maj. Rafael Colondres continues to persevere and perform his duties to the highest standard. Please keep CSM Colondres in your thoughts and prayers as he continues to serve the institute and its soldiers so superbly.

I look forward to a great and fruitful summer, albeit a busy one. As for myself, I will be headed to visit several of the U.S.'s southern neighbors with hopes of extending WHINSEC's services to their militaries.

As a team, WHINSEC reaches new heights and I ask that everyone continue to practice safety in all you do; our safety record simply means that our people care for themselves and others. That's the hallmark of WHINSEC, and I thank you for it.

Col. Gilberto R. Pérez,
WHINSEC Commandant

Outstanding Soldiers!



Sgt. Angel Febus
Noncommission Officer
of the year



Spc. Aerial Johnson
Soldier
of the year



Staff Sgt. Oscar Contreras
Noncommission Officer
of the first quarter



Staff Sgt. Jose Graulau
Noncommission Officer
of the second quarter

Opinion

La Opinión

Safety: The victim of chance and POV accidents?

By Spc. Maggie E. Ruiz
ELH Editor

Accidents are suppose to be unintentional occurrences; mishaps of the unfortunate. They are events that happen completely by chance, right? Hmmm, I'm not so sure...

As of May 1, 96 privately-owned-vehicle (POV) accidents involving soldiers, 49 of them resulting in fatalities, have been reported this year, according to statistics provided by U.S. Army Safety Center, (<https://safety.army.mil>).

Just mere accidents for the amazing cost of \$8,614,430. And we're just getting started. We've still got summer, fall and winter.

There's no such thing as unintended accidents, just as there's no such thing as an unlucky driver.

So maybe the drivers of those 96 vehicles didn't intentionally plan to wreck for the fun of it, I hope.

But not having bad intentions does not deliver any of them, or any of us who have

gotten into an accident before, from holding the true blame.

Each driver contributes at least one "intention" to an accident. Some of the top-ranking "intentions" included: speeding, abrupt control and steering response, and not taking precautions for adverse environmental conditions.

If only we'd remember to have better "intention", some of these messes could have been avoided.

Yet people become victims of their own "intentions," which in turn victimize innocent people caught at the wrong place, wrong time.

Safety is the ultimate victim, however. Without the conscious effort of each driver to keep it in mind and alive, safety will continue to be the victim of our rash "intentions."

One thing that is certain: One accident is one too many, especially when people get hurt in the process. If only we'd have better intentions, like, say, keeping safety first?

Young and reckless:

How flipping a Geo Metro taught me a lesson, hindsight

By Spc. Adrian A. Lugo
ELH Staff Writer

No doubt, Geos are fun cars.

I had a hatchback '92 Geo Metro all through high school that I doubled as an off-road vehicle.

On some weekends, me and some friends would ride out to a quasi-deserted stretch of beach just south of Melbourne, Florida, and take this bucket-on-wheels dune hopping.

Sounds fun, right?

Obviously, though, to a bunch of 17-year-old guys, safety was the furthest thing from our minds.

In hindsight, I can see all the flaws:

1. The car was stock, no off road kit or tires what so ever,
2. Six-foot dune drops,
3. And no Eric Heberlig-like safety authority to keep us in line.

Well, the first few jumps went as expected — a few flying hubcaps, but "no biggie."



The last one had an exceptional take off, nice air with a cruising speed of about 15 mph.

The only problem was the landing. After grazing the dune edge, the Geo slid and turned over sideways, resting on its top with four guys in it.

Luckily, we were wearing our seatbelts, for the exception of my friend sitting in the back, Joey, who fell out of his seat and ended up handstanding on the inside ceiling of the car.

He later found out that he had sprained his wrist.

Nevertheless, the car was fine.

We simply tipped it back over and moved on with a few dents and some slightly cracked

glass.

Moral of the story: Respect cars, wear seatbelts and appreciate what you have now later in life — the ability to use good judgment and a safety office here at WHINSEC to remind you when you're not using it.

In the Loop With WHINSEC

What safety tip do you keep in mind when driving?

"Wearing seatbelts are the first thing that comes to mind ... I don't want to go flying through my window if someone hits me from behind."



John Smith, Directorate of Logistics



"I try to cut down on using my cell phone unless it's necessary. Also, I try to maintain at least two car lengths from the vehicle in front of me to avoid last-minute braking and rear-ending it."

Staff Sgt. Julian Benitez, S-1

"Checking the tires is a very important safety procedure because if you have a bad tire you could easily lose control if it blows."



Santos Malave, Transportation Div.



Spc. Joel Espinosa, Tactics Division

"Besides putting on my seatbelt, I always make sure my reggaeton CDs are on the right track."

State Department Chair oversees changes in Field Studies Program

By Dr. Donald B. Harrington
Dean of Academics

Last year, WHINSEC welcomed Michael Oreste to the faculty as the new State Department Chair for Advanced Studies.

Oreste has served 23 years in the Foreign Service of the United States in Latin America and the Middle East, most recently as the Counselor for Political Affairs in Port au Prince, Haiti.

As the Chair for Advanced Studies, Oreste will be deeply involved in implementing the integrated Democracy and Human Rights Program which has evolved over the past two years.

In the program, all classes begin with democracy and human rights instruction, which consists of a three-hour block on the Armed Forces and Democracy discussing the philosophical roots of U.S. democracy, the constitutional foundations of that democracy and the laws and institutions that solidify civilian control of the armed forces.

That block is immediately followed by a minimum of eight hours of human rights instruction (the number of hours increases depending on the length of the course, reaching a high of forty hours for the Command and General Staff Course) focused on the rule of law and the basic instruments of international human rights law.

The principles taught and tested in these two initial blocks are then interwoven throughout the instruction in the rest of the course, including in the practical exercises.

All students are required to consider basic issues of protection of human and democratic constitutional rights while planning responses to various exercise scenarios and briefing how they will protect those rights during planned operations in the future.



Photo by Spc. Adrian A. Lugo

Assistant Commandant Col. Jose Duque Lopez awards Michael Oreste the Instructor's Badge after his successful completion of the Instructor Training Course Aug. 25. Oreste replaced Anthony Interlandi as the U.S. State Department representative for the Institute.

Further reinforcing the basic democracy and human rights instruction is the newly-renamed Field Studies Program (FSP - formerly known as the Informational Program).

The FSP is an Army-wide program which takes international students into our communities to observe U.S. democracy in action and to learn about U.S. customs and traditions.

To ensure that international students learn as much as possible from the FSP, all tours are accompanied by a U.S. instructor who has received a special two-hour class during the Instructor Training Course (ITC) in how to conduct those tours using the prepared guide sheets.

There are 24 guide sheets – one for each site in nearby cities – all following the same format of several learning objectives based on U.S. democracy, a paragraph of background material on the visit site and suggested questions that students might wish to ask during the tour.

In addition, each trip is preceded by a one-hour briefing on the sites to be visited and followed by a one-hour de-briefing on what was learned.

Both the ITC preparatory class and the pre- and post-briefing sessions, as well as the Armed Forces and Democracy class, will be taught by Oreste as the Department of State Chair.

The key to success for the De-

mocracy and Human Rights Program is the overall integration of its three component parts.

Through this integration, each part reinforces the other parts to create a unified whole and to reinforce the learning of basic values of democracy and human rights.

Info Ops — Con't from Page 1

quarters.

In retrospect, Melendez says the shooting and ensuing chase directly related to the field trip's learning objectives for the day.

"The students learned that Information Operations are fluid, requiring flexibility. This event demonstrated that," said Melendez. "They also were able to see how a complex government can work in support and in conjunction to accomplish a common task or mission."

According to Army doctrine, Information Operations (IO) improve, facilitate and protect the commander's decision cycle and mission execution to achieve an information advantage.

During the CMS-10 course, WHINSEC students learn to plan, organize, and oversee the integration of all information resources into effective IO campaigns in military operations during peacetime and war.

"The doctrine, although theoretical, actually became real and they witnessed first hand how it can be applied in every day life," said Melendez.

One of the course objectives involves learning about how media function differently in the U.S. from what many students are accustomed to seeing in their home countries.

"From being there after the shooting, I learned several things that differ from my own country," said CMS-10 student Maj. Wladimir Leon, an Ecuadorian Civil Affairs Police Chief who helped create a regional military police psychological operations division to deal with counter narcotic issues in Ecuador.

"One aspect was the capacity of the media in bringing the news immediately to the public and informing everyone step by step of what was happening," said Leon.



Photo by Spc. Adrian A. Lugo

Melendez and students stand in the vicinity of the Fulton County Courthouse and in the midst of a media frenzy during the citywide manhunt for suspect Brian Nichols.

By being in the heart of the city when the shootings occurred, another student was reminded of watching the state and federal reaction to the deadly explosion during the 1996 Summer Olympics in Atlanta.

Bolivian Fleet Commander Cpt.

Eduardo Santa Cruz noted the similarities of the two incidents.

"It was just like the bombing during the Olympics," he said. "The media's immediate attention to this matter helped the city of Atlanta become like one person searching for this individual."

Simón Bolívar — Con't from Page 1

on Sept. 11, 2001.

"This was the first time in the (OAS)'s history that all nations declared officially that an attack on one of their members was an attack on all. That kind of solidarity and cooperativeness is something the United States, especially, cannot afford to let flounder," he mentioned.

An issue that once struck at the core solvency of the OAS was briefly broached by the acting secretary general.

Despite controversy sparked by the United States' partiality toward the United Kingdom during the Falkland Islands War in the '80s, Einaudi said he believes that a "solid and lasting partnership across the Americas is still at arm's reach if the region is given its due attention and respect."

He also lauded some of the achievements his organization has made over the years, such as establishing a peaceful resolution between the once warring nations of Guatemala and Belize, and organizing successful relief efforts in Haiti.

"I feel that there is more promise in this part of the world than in any other, because of our common history and culture. With the right steps, we just might be able to establish a last-



Photo by Spc. Adrian A. Lugo

Einaudi addresses members of the press at the John and Elena Amos Library on March 14.

ing peace and democratic Americas."

Before his lecture Einaudi was presented a bust of Simón Bolívar for his contributions to peace and democracy in this hemisphere by

Pérez.

The day prior to his lecture, he was awarded the Key to the City by Columbus Mayor Robert Poydasheff during a social dinner at Miriam's Restaurant.

Einaudi has a distinguished 50-year record of service to the U.S. and to the nations of the Americas.

In his most recent position as acting Secretary General of the OAS, Ambassador Einaudi served as Secretary to the political bodies and carried out diplomatic efforts to reduce tensions in several countries.

He helped broker talks related to the maritime and territorial differences in Central America – between Belize and Guatemala, as well as Honduras and Nicaragua – and has supported demarcation of the El Salvador-Honduras border.

He has also personally worked to find a solution to the political crisis in Haiti.

Ambassador Einaudi retired from the U.S. Department of State in July 1997 after serving on the Secretary of State's Policy Planning Staff (1974-1977 and 1993-1997), as Director of Policy Planning for the Bureau of Inter-American Affairs (1977-89), and as U.S. Ambassador to the OAS (1989-1993).



Left, a safety boat zips across the water to monitor the students' departure procedures during TAC-6's riverine operation, Mar. 17.

Below, the M-9 (Berretta) qualification is an essential weapons training aspect of the Counterdrug Course. The students practice at Roosevelt Range Feb. 11.

MISSION COMPLETE

Counterdrug-Ops Course graduates another successful class.

By Spc. Adrian A. Lugo
ELH Staff Writer

There's more than one way to tackle a problem. For graduates of the Western Hemisphere Institute for Security Cooperation's Counterdrug Operations Course, there are actually three — land, sea and air.

During their March 30 graduation ceremony in Pratt Hall, a quick video montage recapped training highlights throughout the 12-week course, which included advanced land navigation, aerial techniques, and water operations.

The course is designed to provide selected military and police officers and noncommissioned officers at the operator level with specialized training in the development of battalion-level staff and small-unit leadership skills in the areas of planning, leading, and executing counterdrug operations.

Training focuses on teaching law-enforcement personnel how to apply military techniques and tactics in the conduct of counterdrug activities and pro-

vides instruction to military personnel on how to carry out operations other than war in a peacetime, counterdrug operational environment.

From the start, the course's aim is to provide realistic training opportunities to its students as much as possible, explains Sgt. 1st Class Nestor Nieves, course director.

"The course has been continually growing ... Training is not only more challenging but getting more effective and realistic. Riverine operations and FRIES (fast-rope insertion/extraction system) are just a few examples," Nieves said.

But, the course emphasizes more than just tactics training.

In keeping with the

Institute's goal of promoting hemispheric security cooperation, he explained, students are also exposed to joint operation instruction.

This type of training is partially facilitated by lectures from visiting members of the U.S. Drug Enforcement Agency (DEA).

"It's essential that military and civilian agencies get to see the

logic behind how each one operates, and how each group complements each other during a counterdrug operation," Nieves said.

DEA support was exemplary in teaching primarily military students police techniques such as evidence handling, trafficking trends and pre-cursor chemical investigations, explained Maj.





Counterdrug Operations Course students and instructors stand together for the final time just before their graduation held in Pratt Hall, Mar. 30. Military personnel and policemen from 13 countries make up the student body.

Timothy Holmsley, chief, Department of Tactics and Special Operations.

Those skills, combined with the newly added FRIES and Riverine training, all come together in the final course exercise.

"For the final exercise, we created a fictitious narcotics network integrating WHINSEC instructors and civilian roll players to add realism to the exercises," said Homsley.

"Students gained valuable practical knowledge about how to assault and destroy drug labs, how to deal with human rights situations, civilians and prisoners on the battlefield, and medical evacuation in a stressful environment," he said.

Naturally, engaging in training activities of this magnitude require much logistical planning, men-

tioned Nieves.

Holmsley also added that it required greatly appreciated cooperation between not only personnel elements at WHINSEC but also other units such as the 4th Ranger Training Battalion and the 229th Aviation Regiment.

"The students in my opinion benefit a lot from the course. Because so much was available to them, it really gave those from guest countries an understanding of how the U.S. forces conduct an operation and how they can apply it in conjunction with their techniques," said logistical coordinator, Staff Sgt. David Leyva.

Overall, the course seemed well received by its students.

"I felt way out of my element when I first came here for this course" said Colombian national policemen Giovanni González Perez,

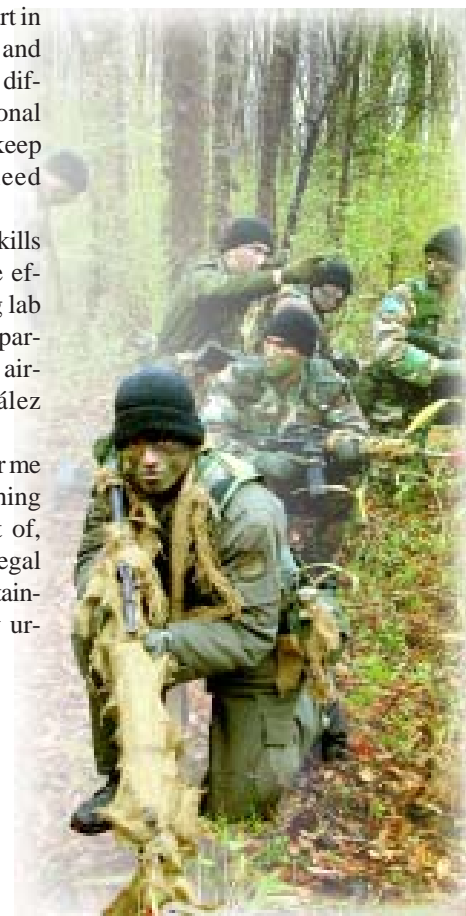
before the ceremony.

"I primarily work in a more urban setting — and usually on dry land. So, coming here and taking part in commando-style air assault and water operations was ... yeah, different. But, they are exceptional skills I learned — skills I'll keep and practice should the need arise," explained González.

One of the most impressive skills he learned was quicker more effective ways of raiding a drug lab than he was accustomed to, particularly in conjunction with air-assault style tactics, González said.

"The (FRIES) training was for me the most practical, and something I can see myself taking part of, especially in taking down illegal facilities located in rural mountainous areas or even unfriendly urban areas," he said.

Students employ commando tactics while guarding a perimeter during a drug interdiction training exercise, Mar. 17.



Guest speakers add to CGSOC Resource Management Block

By Jo Kennedy
ELH Staff Writer

During the CGSOC's lesson on Army planning and resource management, a lecture series was held to address issues of the Army's new policy of transformation and modularity.

Chief of Army Force Integration Lt. Col. Ben Rivera highlighted how the U.S. military is facilitating internal restructuring and how this transformation will impact the CGSOC students as allied military leaders.

"It is important for the CGSOC students to know what the U.S. Army is doing because obviously we function in multinational environments and they need to know how our forces are arranged," said Rivera. "This then enables them to become more interoperable when U.S. and foreign troops are simultaneously deployed to perform

multinational missions."

The primary goal of transformation is to transition the Army from a heavy, division-based force into a flexible brigade-based force so that it is better suited for current and future combat conditions, said Rivera.

Under transformation doctrine, the 33 Army brigades are being restructured into 45 faster and more lethal brigades. Designed as Brigade Combat Team modules, the new brigades will be lighter, more mobile, self-sufficient and standardized.

The U.S. Army currently has over 1 million soldiers, but is expected to see a 30 percent growth in the next three years to help with regular troop rotation, said Rivera.

Additional support will come from integrating units from the Army Reserve and the National Guard. This component of transforma-

tion, known as modularity, will not only extend the combat power of the Active Component, but also increase the size of the Army's available forces by revamping the Army's Reserve units.

To address the Reserve Component's changing role in the Army, the CGSOC lecture series included a briefing by Lt. Col. Asdrúbal Rivera from the U.S. Army Reserve Command. As Chief of Integration, Rivera is responsible for implementing and enforcing these new policies to "shape the Reserve force" to fit the new model.

"My boss is leading the way to making the Army Reserve a ready and relevant force," said Rivera, referring to Lt. Gen. James Henley, Chief of the U.S. Army Reserve. "These soldiers

See Resource Management Block, page 9

WHINSEC teams up with Webster University

By Jo Kennedy
ELH Staff Writer

To reach the rank of lieutenant colonel, U.S. soldiers are expected to earn a master's degree to enhance their professional endeavors in today's transforming military. This education process has recently been streamlined for students of the WHINSEC Command and General Staff Officer Course, thanks to a cooperative agreement signed March 18 between Webster University and WHINSEC.

CGSOC students are now able to complete a degree with Webster University through a shared academic credit program that permits the transfer of at least 12 semester hours of credit earned during the CGSOC course.

Students can pursue a master of business administration, master of arts in human-resources development or a master of arts in management and leadership from Webster University, a nationally recognized school with seven international campuses and 69 campuses in the United States.

In addition to the benefits of credit transfer, CGSOC students are also authorized immediate acceptance into their chosen master's program.

"The WHINSEC admission process has such strenuous requirements that it exceeds our own," said Randy Wright, Webster's associate vice president for academic affairs and director of military programs. "Because of this,



Photo by Spc. Adrian A. Lugo

Webster University's Associate Vice President for academic affairs Randy Wright presents WHINSEC Commandant Col. Gilberto Perez and Dean of Academics Donald Harrington with a plaque to commemorate the new partnership between the two educational institutions, March 18.

students will receive advanced placement at Webster University and are authorized automatic admission into our designated degree programs."

CGSOC students have the ability to double matriculate from both WHINSEC and Webster at graduation by simultaneously completing degree requirements through Webster's distance-learning program. Another option is to pursue a master's from Webster at their subsequent duty assignment.

During the signing ceremony, WHINSEC Commandant Col. Gilberto Perez recognized "the fine work" of WHINSEC's Dean of Academics Donald Harrington in facilitating the

degree program arrangement during the six-month planning and evaluative process.

"We could not have done this without Dr. Harrington, who has been the guiding light and the muscle in putting this together," said Perez.

Both Perez and Harrington were presented with Webster coins and an engraved plaque to symbolically mark the occasion as the beginning of a new relationship.

"We are so proud to be here to toast to the success of this agreement between our two institutions," said Wright. "But more importantly, this contract really signifies a commitment to the students."

U.S.-Mexico military relations move ahead



Courtesy photo by Joseph Leuer.

WHINSEC Commandant Col. Gilberto Perez briefs Mexico's Navy Chief of Staff, Vice Adm. Castro Rosas, and staff members regarding military training opportunities available to Mexican officers, March 10. Talks also centered on security issues facing the region today.

WHINSEC Commandant meets with Mexico's Navy Chief of Staff

By Jo Kennedy
ELH Staff Writer

Secretary of State Condoleezza Rice garnered media attention when she recently made her first visit to Mexico to initiate renewed discussions between the United States' neighbor to the south. At the same time as Rice's trip, a less-noticeable delegation from Fort Benning, Ga. was also abroad strengthening the bond between U.S. and Mexican militaries.

During a four-day visit to Mexico, the Commandant Col. Gilberto Perez from the U.S. Department of Defense's Western Hemisphere Institute for Security Cooperation met with Mexican Navy Chief of Staff, along with senior officials from the Secretary of Defense, to establish stronger

military ties.

This occasion marks an important step for Western Hemisphere Institute for Security Cooperation (WHINSEC), which supports the recently released U.S. National Defense Strategy that calls for "key states" to become international partners in the global "circle of security."

"We received a very warm reception in what looks like an improved level of Mexican participation at the Institute," said Perez, who travels throughout the year to prospective Latin American countries to encourage intra-American participation and to promote WHINSEC's mission and international training programs.

Perez believes that as a result of this visit, WHINSEC will have

more involvement from the Mexican military as soon as 2006.

WHINSEC Operations Officer Maj. Eric D'India reaffirms Perez's analysis, stating that the Mexican Navy will most likely be the first military branch to send additional officers to the U.S. for training.

"They are very open to working with us," D'India said. "So we could easily see a Naval officer here at WHINSEC as early as this summer."

According to WHINSEC Assistant Dean Joseph Leuer, long term progress in relations with the Mexican military will require the continued support of U.S. Northern Command (NORTHCOM) partnered with the Defense Department's International Military Education and Training pro-

grams. He believes growth in WHINSEC's enrollment numbers will likely occur as the U.S.' need for hemispheric security heightens.

"WHINSEC is an effective tool in the national defense toolbox," said Leuer, explaining how the Department of Defense Institute aids in promoting cooperation among the U.S. and Latin American countries.

"The U.S. Office of Defense Coordination in Mexico has created an excellent working relationship with both the Armada and the Secretary of Defense hierarchy," he said. "This is evidenced in our superbly planned liaison visit which provided unfettered access to Mexico's military leadership."

Resource Management Block — Con't from Page 8

play a key role as enablers in getting the Active Component to the theater of operations."

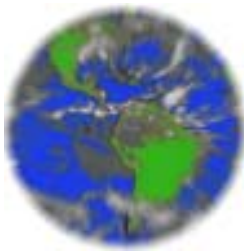
Reserve soldiers equal roughly 48 percent of Army troops deployed in Afghanistan and Iraq, but the military wants this number to drop to 36 percent. To reduce Reserve involvement abroad, the Army has already

changed over 40,000 of the selected 100,000 soldier positions identified as expendable to appropriately balance Active and Reserve Component capabilities.

Part of this restructuring includes cutting 23,000 positions in the next three years to have these spaces available to better

fill deployable units.

"The rules have changed," said Rivera, a former student from the CGSOC's first graduating class in 2001. "We are a relevant force that is able to move out immediately to go and fight and spread our capabilities in more ways to be more effective."



EL HEMISFERICO

Newsletter of the...

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47



Photo by Spc. Maggie E. Ruiz

Students of the Cadet Leadership Development Course (LDR-1) watch Instructor Staff Sgt. Jorge Avalos demonstrate the proper way to install and adjust a weapon strap as part of marksmanship training on the EST2000, April 26. EST2000 is a new weapons simulator the Institute acquired two months ago that allows for realistic training without expending live ammunition. This is a generally low-cost and "earth friendly" solution to the course's ammunition budget according to Instructors.